



DAVID SANDERS, PH.D.
Director

County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
425 Shatto Place -- Los Angeles, California 90020
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Board of Supervisors

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August 26, 2005

TO: Supervisor Gloria Molina, Chair
Supervisor Michael D. Antonovich, Chair Pro Tem
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: David Sanders, Ph.D. 
Director

APRIL 26, 2005 BOARD AGENDA ITEM #22: REFUGIO PARA NIÑOS MONTHLY REPORT

As the Department of Children and Family Services (DCFS) has been charged with providing monthly reports of Refugio Foster Family Agency (Refugio) to the Board, the following summarizes the monitoring visit conducted by DCFS, Out-of-Home-Care Management Division (OHCMD), and fiscal reports from the Auditor-Controller and DCFS Fiscal Monitoring and Special Payments Section, which outline the activities for July 2005.

FISCAL ISSUES

The DCFS Fiscal Monitoring and Special Payments Section reported that Refugio submitted its July monthly expenditure report timely, and there were no issues to report.

The Department received the Auditor-Controller's (A-C) Monthly Evaluation report of Refugio dated August 18, 2005. The report indicated that Refugio continues to be "overall" in compliance with the requirements contained in the Corrective Action Plan (CAP).

The A-C's report further indicates that Refugio discontinued the practice of expending foster care funds for fundraising activities and the Multicultural Counseling Center.

Refugio continues to make payments in accordance with its repayment agreement with DCFS and has not used current-period foster care funds to make payments required under its repayment agreement. In addition, Refugio has complied with its CAP requirements concerning training of Board of Director personnel; and Refugio continues to comply with regard to Board membership. A copy of the A-C's report is attached (Attachment I).

Refugio's monthly expenditure report is attached (Attachment II).

DCFS MONITORING VISITS

The scope of our review of Refugio has been expanded to include monitoring performance with regard to safety, permanency, emotional well-being and education/emancipation. The Out-of-Home Care Management Division (OHCMD) Monitor conducted site visits from August 3, 2005 to August 9, 2005 that included Refugio's main office in West Covina and satellite office in Rancho Cucamonga. The Orange County satellite office was not visited because no DCFS children are placed out there. Our Monitor met with the Interim Chief Executive Officer (CEO), Chief Financial Officer (CFO) and Clinical Director during the site visits. As Refugio has historically been programmatically compliant with prior contracts and the A-C is reviewing the fiscal matters, the monitoring visit focused on safety issues that relate to performance and the structure of its Board of Directors.

SAFETY

During our preliminary fieldwork, the files of 22 current foster children were reviewed, along with the files of ten certified foster parents, and ten discharged foster children. The homes of the foster parents being reviewed are visited, and the foster parents and foster children placed in those homes are interviewed as part of the monitoring process. Due to time constraints, the visits to the foster homes have not been conducted. An update of the result will be provided in the September 26, 2005 report.

Preliminary results of the 22 files that were reviewed indicate that the majority of Children's Needs and Services Plans were not individualized and dated. Updated Children's Needs and Services Plans did not reflect that the DCFS Children's Social Workers, the children and the certified foster parents participated in the development of the Plans as required in the Contract/Agreement between DCFS and the Foster Family Agencies (FFA), and in Title XXII regulations.

Refugio has 130 certified foster homes where 301 children are currently placed.

DCFS researched OHCMD's I-track database to query for Child Protection Hotline (CPHL) referrals and Special Incident Reports (SIR) from July 12, 2005 to August 15, 2005. There was one CPHL referral during this reporting period.

Refugio FFA has been reporting special incidents in accordance with the reporting requirements as stipulated in the contract, Section 10.0, Program Reporting Requirements. During our review, we noted there were 12 SIRs received:

- One SIR indicated that a 15-year-old child ran away after saying good night to her foster mother. The foster mother acted appropriately by calling the local police station and making a missing person's report, and later calling Refugio's social worker. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The second SIR indicated that a 16-year-old child was given permission to visit a friend after a baseball game and return by 7:30 p.m. When the child did not come home, the foster parents acted appropriately by calling the local police station to file a missing person's report. The child returned the following day. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The third SIR involved a 16-year-old child who ran away. The foster mother discovered that the child had run away when she went to the child's bedroom to inform her that Court transportation had arrived. The foster mother acted appropriately by calling the local Sheriff's Station and filing a missing person's report. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The fourth SIR involved a three-year-old child who had insect bites behind his left ear, left cheek, and near his mouth. The foster mother acted appropriately as she took the child to the emergency room. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The fifth SIR involved an 18-month-old child who rocked back and forth to comfort himself. He hit his head on a chair and sustained a small bump to the back of his head. The foster mother acted appropriately by taking the child to the doctor. However, she did not report the incident in a timely manner, and was reminded by Refugio's social worker that she must report serious incidents immediately to the agency. Refugio reported the incident in a timely manner and it did not require a referral to the CPHL.
- The sixth SIR involved a 16-year-old child who was involved in a physical altercation with the foster mother's legal guardianship daughter when the foster mother left the two children unattended. She was advised not to leave the children by themselves, and received a one-hour training on appropriate supervision. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.

- The seventh SIR involved a 15-year-old teen mother. The foster mother called Refugio's social worker to report her concerns about the level of care the teen mother was giving to her baby. A report to the CPHL was made, and the child and her baby were replaced.
- The eighth SIR involved a ten-year-old child who was suspended from school for inappropriate sexual behavior. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The ninth SIR involved a ten-year-old child who disclosed to Refugio's social worker that he wanted to kill himself. Refugio's social worker took the child to Kaiser where the child was admitted on a 5150 psychiatric hold. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The tenth SIR involved a 10-year-old child who was taken to the hospital after displaying erratic and violent behavior. It was feared that he might be a danger to himself and others. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The eleventh SIR involved a 12-year-old child who was hospitalized by her therapist after the child experienced auditory hallucinations. Refugio reported the incident in a timely manner, it was appropriately handled, and it did not require a referral to the CPHL.
- The twelfth SIR involved four siblings ages eleven, nine, seven and six years old who complained they were inappropriately disciplined by their babysitter (the foster father's mother) when she grabbed a child by the arm and hit him on the left wrist with a small pocket purse. The children also disclosed that the babysitter calls them stupid and crazy. Although Refugio reported the incident in a timely manner and informed the foster parent of the situation, Refugio failed to call the CPHL. Our Monitor contacted the Interim CEO and told him that the incident needed to be reported to the CPHL. The CPHL did not take the referral. However, the issue that remains is Refugio's social workers are mandated reporters and they failed to call the CPHL when the disclosure was made.

Our current review indicates that the kinds of incidents reported are not unusual. Refugio failed to report an alleged incident of abuse to the CPHL; however, the agency is acting properly by reporting the serious incidents in a timely manner. There was one CPHL referral, but no trends of abuse/neglect were noted.

BOARD STRUCTURE

Refugio's CAP requires that the agency's Board of Directors consist of seven members at all times.

- On August 8, 2005, Refugio's Interim CEO reported that their Board has seven members, which was confirmed on this same date by the CFO, and has complied with the CAP (Exhibit U) to have seven Board Members on their Board. A list of the names of Refugio's current Board Members was provided to the Board of Supervisors in our July 26, 2005 monthly report.
- During the site visit, the CFO stated that the Board Member who has not received the OMB training would be given copies of the training curriculum. At the end of each chapter, there is a quiz, which the Board Member is responsible for answering. On August 4, 2005, Al Fong from the A-C's Office indicated to our Monitor that his office gave approval for the process of training the new Board Member. As per Refugio's Interim CEO, the agency's CFO will be responsible for the supervision of this process.
- Refugio held a Board meeting on August 9, 2005. Our Monitor requested a copy of the Board meeting minutes and was told by the President of the Board that the document was not available. A copy of the minutes was not ready as of this writing.
- On August 10, 2005, Refugio's Interim CEO reported to our Monitor that on August 9, 2005, Refugio's Board recommended that one of the Board Members, Edward Aguirre, should be appointed CEO and the Interim CEO become the Chief Operating Officer (COO). On August 11, 2005, Al Fong also called our Monitor to report this information. Our Monitor contacted Refugio's President of the Board to corroborate the appointment of Mr. Aguirre as Refugio's CEO. He indicated that, in fact, Mr. Aguirre would temporarily become the CEO until internal changes are made. A review of Mr. Aguirre's resume indicates that he does not qualify for the CEO position as, per Refugio's Program Statement, he does not possess a master's degree in the social sciences, has no FFA experience and/or a managerial position in child/family services. Refugio's President of the Board and the Interim CEO were made aware of that Mr. Aguirre does not qualify to be Refugio's CEO.

A copy of Mr. Aguirre's resume (Attachment III) and Refugio's qualifications for the CEO position as per the agency's Program Statement (Attachment IV) are attached.

CONCLUSION

Our scope of review is limited to this Board order and monitoring of performance with regard to safety, permanency, emotional well-being and education/emancipation. However, some programmatic concerns related to the Needs and Services Plans were noted. The Needs and Services Plans were not being individualized, and their timeliness was in question, as the Plans were not dated. Updated Needs and Services Plans did not reflect that the DCFS CSWs, the children and the certified foster parents

participated in the development of the Plans as specified in the Contract, Section 10.2, the Contract, Statement of Work, Sections 4.14, 4.15, and 4.17, and Title XXII, Division 6, Chapter 8.8, Sections 88070, 88070.1, 88068.2, 88068.3, 88069.1. Additionally, one of Refugio's social workers failed to call the CPHL when allegations of inappropriate discipline to four siblings by their babysitter was disclosed. The Contract, Exhibit A-VIII, Special Reporting Guide for Foster Family Agencies, Section 8, Child Abuse, states "all personnel are required by law to report known, suspected, or alleged incidents of child abuse." As these are program Contract/Title XXII related issues, we will request that the A-C, Countywide Contract Monitoring Division, initiates a program audit of Refugio. Preliminary results of twenty-two (22) files that were reviewed indicate that the majority of Needs and Services Plans were not individualized and dated. Updated Needs and Services Plans did not reflect that the DCFS Children's Social Workers (CSW), the children and the certified foster parents participated in the development of the Plans as required in the Contract/Agreement between DCFS and the Foster Family Agencies (FFA), and in Title XXII regulations.

Although Refugio is cooperating with the A-C and DCFS, the alternative plan of action remains the same as follows, if needed:

Alternative Plan of Action

- Every effort will be made to maintain the children with the same foster parents to avoid placement disruption.
- CSWs who have children placed with Refugio will be instructed to make immediate and regular visits of the children in the Refugio foster homes. If the children's safety is in question, the CSWs will take appropriate action that may include replacing the children.
- The Refugio foster parents will be informed immediately by telephone and letter of the pending termination of the contract with Refugio and the County's plan to review various options with them regarding their ability to continue care of DCFS children placed with them.
- In collaboration with Community Care Licensing (CCL), a meeting will be scheduled immediately with all foster parents where they will be informed of their options to associate themselves with another Foster Family Agency or become licensed foster parents with the State.
- The foster parents will be told to continue to utilize the services of their agency social worker. If they are not receiving the services from Refugio and/or if safety situations arise, they will be instructed to contact the child's CSW immediately.

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- During this entire process, DCFS will be working closely with CCL to consider various options, such as certifying foster parents pending licensure or certification; in the event the contract with Refugio requires immediate termination.

If you have any questions please call me, or your staff may contact Helen Berberian, Board Relations Manager at (213) 351-5530.

DS:LP:ES
EH:dv

Attachments

c: Chief Administrative Officer
County Counsel
Auditor-Controller
Board of Supervisors Executive Officer

ATTACHMENT I



J. TYLER MCCAULEY
AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-2766
PHONE: (213) 974-8301 FAX: (213) 626-5427

August 18, 2005

TO: David Sanders, Ph.D., Director
Department of Children and Family Services

FROM: J. Tyler McCauley *tn*
Auditor-Controller

SUBJECT: MONTHLY EVALUATION OF REFUGIO PARA NIÑOS' COMPLIANCE
WITH ITS CORRECTIVE ACTION PLAN - 3rd Status Report

At its April 26, 2005 meeting, the Board of Supervisors directed the Department of Children and Family Services (DCFS), in consultation with the Auditor-Controller to report back to the Board on a monthly basis regarding Refugio Para Niños' (Refugio) compliance with its Corrective Action Plan (CAP). The CAP is part of the contract between the County and Refugio which was signed on April 28, 2005.

Overall, Refugio continues to be in compliance with the requirements contained in its CAP. The following is our third monthly report to your Department and primarily addresses activity at Refugio for the month of July 2005.

Recovery of Questioned Expenditures

Review of Fundraising Expenditures

We reviewed Refugio's July 2005 accounting records and noted no instances of the Agency expending FFA funds for fundraising activities, or on the Multicultural Counseling Center (MCC).

Conclusion. Refugio continues to comply with its CAP requirement and has discontinued the practice of expending foster care funds for fundraising activities and the MCC.

"To Enrich Lives Through Effective and Caring Service"

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Timeliness of Repayment

Under the terms of the repayment agreement, Refugio will repay \$6,505 monthly to DCFS with the first payment due on June 10, 2005 and continuing thereafter on the 10th of each month until fully repaid.

Refugio continues to make monthly payments under its repayment plan either on, or ahead of schedule. Refugio's September 2005 payment was received by DCFS on August 4th.

Conclusion: Refugio is continuing to make payments in accordance with its repayment agreement with DCFS.

Source of Funds

Refugio is not permitted to use current period foster care funds to make payments required under its repayment agreement. We reviewed the relevant records related to each of three bank accounts from which funds were used for the repayment, and verified that no current period FFA funding had been deposited into those accounts.

Conclusion: Refugio continues to comply with its CAP requirement and has not used current period foster care funds to make payments required under the Agency's repayment agreement.

Education of Refugio's Board of Directors and Personnel

Training of Board Members and Personnel

We previously reported that Refugio had met the requirement of its CAP to provide training to its Board of Directors and personnel on the provisions of the Office of Management and Budget Circular A-122 and the Handbook.

Incoming Board members and key personnel who did not attend the training sessions, will be required to review the "Refugio Para Niños Board Training Manual" (Manual), which was developed for Refugio by the Harrington Group, CPAs. The Manual is essentially a compilation of the materials handed out at the live training sessions provided by the Harrington Group CPAs as a condition of Refugio's CAP. Also included in the Manual are questions that will help assess how well these individuals being trained understand the materials.

Conclusion: Refugio has complied with its CAP requirement concerning training members of its Board of Directors and personnel. In addition, Refugio has taken steps to ensure that incoming Board members and staff also receive the training required as a condition of its CAP.

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Corrective Action Plan for Structure of Refugio's Board of Directors

Composition of the Board

Refugio's CAP requires that the Agency's Board of Directors consist of at least seven individuals at all times, none of whom are an interested party or an employee of Refugio.

Refugio currently has seven Board members. Based on a limited background inquiry, none of Refugio's current Board members are interested parties as defined in the California Corporations Code, or current, or former employees of Refugio.

Conclusion: Refugio continues to comply with its CAP requirements regarding Board membership.

Excessive Compensation

Employee Salaries and Pension Benefits

In July 2005, Refugio's Interim Chief Executive Officer (CEO) was being paid an annual salary of \$109,416, which is reasonable for an Agency of Refugio's size. The contribution levels to the Interim CEO's deferred annuity pension plan were also reasonable based on the 2003 CWLA Salary Study.

Conclusion: The salary and benefits paid to Refugio's Interim CEO have been reasonable based on the 2003 CWLA Salary Study.

If you have any questions, please contact me, or have your staff contact Mike McWatters at (626) 293-1109.

JTM:JS:MWM:AF

c: Audit Committee

Department of Children and Family Services

Ed Sosa, Chief, Out of Home Care Management Division

Sue Harper, Administrative Services Manager III, Fiscal Monitoring & Special Payments Unit

ATTACHMENT II**EXHIBIT E**

**DEPARTMENT OF CHILDREN AND FAMILY SERVICES
FOSTER FAMILY AGENCY SEMI-ANNUAL REVENUE AND EXPENDITURE SUMMARY**

Agency Name : REFUGIO PARA NINOReport Period: July 2005Agency Address: 100 N. Citrus St. Suite 205, West Covina, CA 91791 - 1614Contact Person: Tomas Fernandez - CEOPhone: (626) 858 -8684**A. REVENUES:**

Sources	(4) Total for Months	(5) Year-to-Date
1. AFDC-FC FFA Revenues	\$ 465,998.00	\$ 3,453,999.96
2. Other Governmental Revenues (Interest, Gain/Losses on Inv.)	\$ 2,351.83	\$ 48,387.21
3. Total Revenues	\$ 468,349.83	\$ 3,502,387.17

B. CONTRACT EXPENDITURES

Expenditure Categories	1 Allowable	2 Unallowable	3 Personal	(4) Total for 6 Months (Sum of Co 1	(5) Year-to-Date
1. Administrative Payroll (Total)					
a. Executive Director's Salary	9,118.00	-	-	9,118.00	63,826.00
b. Clinical Director's Salary	6,150.00	-	-	6,150.00	43,050.00
c. Administrator Salary					
d. Other Administrative Salaries	37,103.34	-	-	37,103.34	296,735.31
2. Recruitment Payroll					
3. Training Payroll	570.00	-	-	570.00	1,964.65
4. Administrative Contracts					
5. Telephone and Telegraph	5,186.72	-	-	5,186.72	33,411.99
6. Postage and Freight	2,531.85	-	-	2,531.85	8,912.19
7. Office Supplies	6,208.47	-	-	6,208.47	41,877.50
8. Conferences, Meetings	-	-	-	-	11,030.89
9. Memberships, Subscriptions/Dues	1,011.00	-	-	1,011.00	7,618.62
10. Printing & Publications	3,019.40	-	-	3,019.40	4,433.73
11. Bonding, Insurance Premiums	18,606.50	-	-	18,606.50	58,096.87
12. Advertising	2,983.24	-	-	2,983.24	29,478.94
13. Miscellaneous	47,786.70	-	-	47,786.70	425,464.06
Subtotal	140,275.22	-	-	140,275.22	1,025,900.75

Expenditure Categories	1 Allowable	2 Unallowable	3 Personal	(4) Total for 6 Months (Sum of Col. 1	(5) Year-to-Date
14. Building and Equipment Payroll				16,978.30	109,158.39
15. Building Rents and Leases	16,978.30	-	-	-	-
16. Principal and Interest				-	-
17. Property Appraisal Fees				-	-
18. Property Taxes	-			-	-
19. Equipment and Property Ins				552.82	1,272.58
20. Utilities	552.82			-	12,062.74
21. Building Maintenance				-	-
22. Building & Equipment Contracts				2,271.59	18,243.11
23. Building & Equipment Supplies	2,271.59			3,071.07	15,977.48
24. Equipment Leases	3,071.07			-	-
25. Depreciation Expenses				-	4,757.11
26. Non-Depreciable Equipment	-			-	-
27. Building & Equipment Misc.				-	-
28. Vehicle Leases				-	-
29. Vehicle Depreciation				1,811.30	20,502.34
30. Vehicle Operating Costs	1,811.30			-	-
Subtotal	24,685.08	-	-	24,685.08	182,003.75

31. Total Paid to CFH	204,909.00	-	-	204,909.00	1,569,956.26
32. Other Child Related Costs	1,154.78	-	-	1,154.78	39,324.91
33. Social Worker Payroll	101,288.11	-	-	101,288.11	661,367.54
34. Social Worker Contracts	-	-	-	-	-
Subtotal	307,351.89	-	-	307,351.89	2,270,688.71

35. Total Expenditures	472,312.19	3,478,593.21
36. Excess Revenues / Expenditures in Excess of Revenues	(6,314.19)	(24,593.25)
37. Less: Revenues from Other Governmental Sources	2,351.83	48,387.21
(Section A, Line 2, Column 4)		
38. Unexpended AFDC-FC-FFA Funds/Expenditures in Excess	(3,962.36)	23,793.96
of AFDC-FC FFA Revenues		

C. Briefly describe services rendered during the reporting period as required in the Agency's Program Statement

A	Our Program provide the special services needed to nurture children to their fullest mental, emotional and spiritual development
B	RPN's Management and Social Workers worked with all Foster Parents access resources, coordinate services and create an Individualized treatment plan for each child.
C	RPN assists and support all Foster Parents in providing foster children's emotional and financial care towards the goal of healthy development of a child.

D. Please indicate any difficulties encountered rendering services and/or complying with the Program Statement. Please indicate any such differences that could jeopardize the timeliness of placement or care provided to a child.

- Due to the fire in the building (4th floor) on the week-end of July 4, 2005, almost half of the whole 2nd floor where "water damaged". We where forced— to relocate the departments affected with other departments, re-wire computers & telephones in order to perform their daily job. Some of our Social Workers are working temporarily in our Rancho Office.

I hereby certify to the best of my knowledge, under penalty of perjury, that the above is true and correct, that all amounts are traceable to Agency accounting records, and that all AFDC-FC monies received for the purposes of this program were spent in accordance with the agreement and all applicable Federal, State and County laws and regulations. Falsification of any amount disclosed herein shall constitute a false claim pursuant to the California Government Code, Section 12650 et seq.

Executive Director

Date

Accounting Cycle: = Calendar Year

Begins: January 2005 Ends: December 2005

Accounting Basis: = Accrual

MISCELLANEOUS ACCTS.

	MONTHLY	CUMULATIVE
Executive Pension	-	2,500.00
Payroll Taxes	10,728.49	93,708.85
Health Insurance	20,264.54	116,072.84
Workers Comp	4,109.59	36,800.05
Employee Pension	3,657.60	32,860.31
Accounting & Prof.	689.19	21,655.94
Legal Fees	7,943.31	106,751.34
Administrative Expenses	-	116.80
Bank Fees	111.00	1,110.96
Continuing Ed	-	453.99
Penalties	-	300.00
Taxes & Licenses	284.98	13,132.98
TOTAL	<u>47,786.70</u>	<u>425,464.05</u>

ATTACHMENT III

RESUME

Edward O. Aguirre
 2041 Amherst Drive
 South Pasadena, CA 91030
 Home (626) 799-8155
 Office (626) 308-1206
 Email

Education

Bachelor of Arts Degree in Education from California State University Los Angeles - 1962
 Master of Science Degree in Education from California State University Fullerton - 1975

Public School Administrative/Teaching Experience

Position	School System	Dates
Principal	Alhambra City Schools	1980 - 1998 (Retired)
Assistant Principal	Rowland Unified School District	1974 - 1980
Teacher/Assistant Principal	Temple City Unified School District	1962 - 1974

Non-Public School Experience

Co-Director Training	Volunteers in America U.S. Department of State/USC	1970 - 1971
Volunteer	U.S. Peace Corps	1962

Membership and Office in Professional Organizations

- Association of California School Administrators (ACSA) - Member - 1970 - 1998
- Equal Educational Opportunities Committee (ACSA) - Secret Chair - 1975 - 1979
- California Teachers Association (CTA) - Member - 1962 - 1969

Community Leadership

- Parent Teachers Association - Life Member Award
- Alhambra Educational Foundation - President Board of Directors - 1998 - 2003
- Alhambra Educational Foundation - Treasurer Board of Directors - 2004 - Present
- Alhambra Children's Center - Member Board of Directors - 2002 - Present
- Alhambra Children's Center - Vice-President Board of Directors 2004 - Present

2003

ATTACHMENT IV

JOB TITLE: PRESIDENT/EXECUTIVE DIRECTOR/ADMINISTRATOR
CLASSIFICATION: EXEMPT
LINE OF SUPERVISION: REPORTS TO BOARD OF DIRECTORS

DUTIES:

1. Personnel decisions
2. Development of training
3. Development of agency-specific paperwork and social worker procedures
4. Quality control/liaison with CCL and County
5. Delegating authority
6. FFA policy setting
7. Intake Development and coordination
8. Supervision of Social Worker Supervisors
9. Any and all administrative duties as defined in CCR 80064 and 88064.

QUALIFICATIONS:

Masters in Social Science field, extensive prior FFA experience, and required at least 3 years experience, 2 of which have been in an administrative or managerial position in child/family services